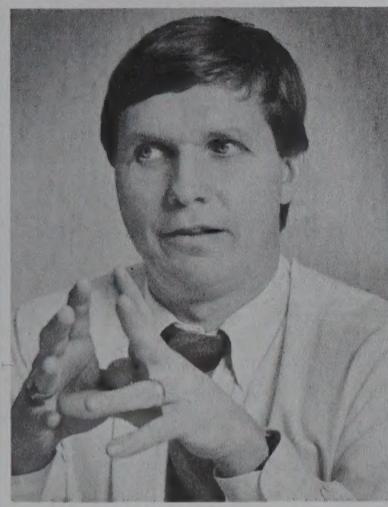


WHAT'S NEW



Forbes named ODOT director

State Highway Engineer Don Forbes (above) was appointed ODOT director in late May to succeed Bob Bothman, who is retiring June 30. As head of the state Highway Division since February 1988, Forbes has streamlined the agency, reduced staff, and overseen the implementation of several key programs, including teambuilding and a pilot self-management concept in Central Oregon.

See story, Page 5

Coastal cities win funding

Bandon and the Taft area of Lincoln City were chosen by the Transportation Commission for converting U.S. 101 into scenic parkways.

The commission action reflects recommendations from a selection committee composed of Highway Division officials, the mayor of Seaside and executive director of the Florence Area Chamber of Commerce.

Although the two proposals total \$7.5 million, exceeding the \$6.2 million initially proposed for the demonstration projects, ODOT Director Bob Bothman said the additional funds could be found without affecting other approved projects.

The Bandon proposal includes 1.2 miles of U.S. 101 at an estimated cost of \$4 million. The city already has relocated utilities underground in that section. The Lincoln City proposal involves a one-mile stretch of U.S. 101 extending from Spanish Head, includes the replacement of Schooner Creek Bridge, and is estimated to cost \$3.5 million plus utility work. Because the project requires the relocation of overhead wires underground—which could cost as much as \$2 million—the commission agreed to pay for one-half the relocation costs and to consider a loan for the balance.

The urban parkways involve widening the existing two-lane road to two travel lanes in each direction, a landscaped median, openings at key locations for left- and U-turns, sidewalks and bikeways on both sides of the highway.

Harassment trend lingers

Sexual and racial harassment persists at ODOT, burdening the department with lost productivity and steep legal fees.

To harass is to "annoy persistently," according to Webster's Dictionary.

Mick Harchenko, budget officer with ODOT Financial Services, Salem, estimates that over the past two years, sexual and racial harassment cases have cost ODOT more than \$80,000. Settlement payments account for the greatest expenditure—about \$59,000—while ODOT Personnel Services' staff time and charges from the Attorney General's office make up the balance. But Judy Gregory, assistant director for administration, believes the cost in lost productivity is "immeasurable."

While certain harassment complaints can be traced to what might

'Whether you call it increased awareness or heightened sensitivity, attempting to eliminate harassment is a trend for the better.'

—Judy Gregory

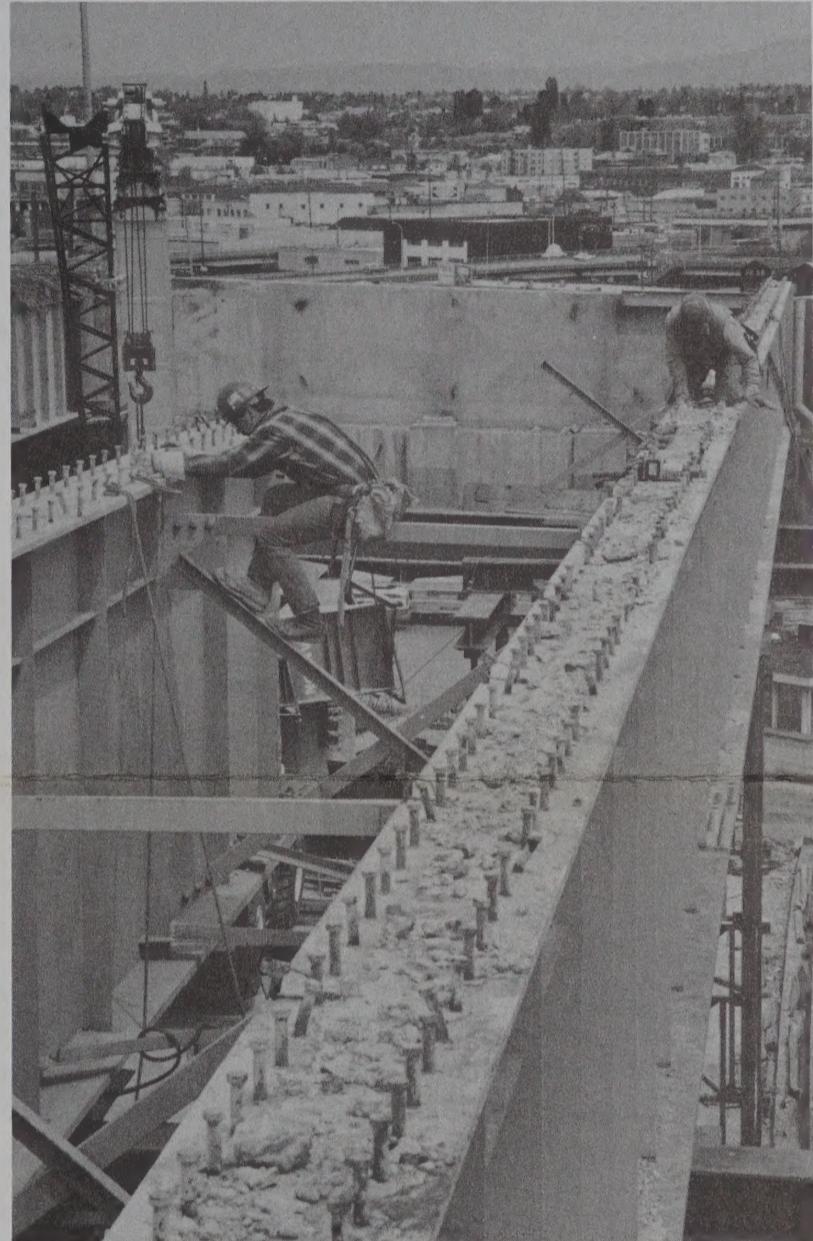
appear to be innocent circumstances, employees often are found to be justified in bringing action against a supervisor or co-worker.

The increase in the number of harassment complaints at ODOT and elsewhere might be attributed to changing times, Gregory said. Perhaps a decade ago, an obscene joke or gesture, a sexual innuendo or a blatant racist remark may have passed unnoticed, at least without much comment, she said. No longer.

"Whether you call it increased awareness or heightened sensitivity, attempting to eliminate harassment is a trend for the better," Gregory said. "Every employee deserves a work environment that is harassment-free. ODOT's tolerance of racial or sexual harassment is zero."

See HARASSMENT, Page 4

Walking a line



Contractors crawl on steel beams during a project to modify the Marquam Bridge on Interstate 5 in Portland. The project is designed to provide better ramp access and make the span more earthquake-resistant.

Scholars not lacking in aspirations

Michael McCoy of Lakeview and Greg Lulay of Sublimity have been selected the 1991 Glenn Jackson Scholars.

McCoy is the son of Gordon McCoy, a Klamath Falls highway maintenance supervisor, and Lulay is the son of State Bridge Engineer Tom Lulay, Salem. Each of the two Jackson Scholars win a maximum of \$10,000 for tuition and the option to work the upcoming four summers at ODOT.

The other four scholarship finalists—Laura Reeves, Lisa Louie, Heidi Hemmert, all of Salem, and Dustin Haas, Albany—each will receive \$100 honorariums and an opportunity to

work at ODOT for the next four summers. The 7-year-old scholarship

program was expanded this year to offer all finalists forwarded by the State Scholarship Commission the opportunity to work four summers at ODOT.

McCoy has plans to study civil engineering at Northwest Nazarine College, Nampa, Idaho, beginning this fall.

With a grade point average of 3.9, he also has earned a \$1,200 scholarship from Northwest Nazarine and a \$500 Elks Lodge Scholarship. While attending Lakeview Senior High, he has competed in track and field during his junior and senior years, was on the National Honor Society the past three

years, and studied advanced biology, English and history. McCoy also served on his church's board of directors and worked at the U.S. Forest Service as a resource aid.

Lulay, after graduating from Regis High with a 3.9 grade point average, plans to attend Seattle University this fall to major in business and art, and has a goal of pursuing either advertising or art sales either in the Portland or Seattle areas. In addition to his ODOT scholarship, he earned a \$600 North Santiam Arts League Scholarship.

At Regis, Lulay was valedictorian, vice president of his freshman class, class president in his sophomore and junior years, and student body vice president this year. He was a member of the National Honor Society three years, on the school's honor roll throughout high school, a Boy's State representative, on the Regis yearbook staff and was prom chairman his junior year.



Lulay



McCoy

DIRECTOR'S COLUMN

Four decades of mentors, friends, change

By BOB BOTHMAN
ODOT Director

It has been 40 years this month since I walked into a project manager's office in Albany, asked for a summer job, and was hired as a temporary, seasonal engineering aide. I had just finished my freshman year at Oregon State University and was advised to change my career from engineering to business. Regardless, I stuck to my dreams of becoming a civil engineer.

I can't pinpoint the source of my can-do-better attitude. Maybe it's my parents' training, a long list of mentors during the last 40 years with this department, or my wife, Jacquie, and our four children. Like my approach to most things, that attitude was developed gradually over the years. Quite likely, it will continue to change after July 1, the date I plan to retire.

Frank Walters was a great mentor. A legendary resident engineer, Frank was a pusher, a motivator whom I credit for urging me to earn my professional engineer registration. Even before I had the experience to be accepted into that program, he continued to teach, coach and encourage me during the first 10 years of my career. Frank was responsible for setting my career objective in my early years to become a project manager, a position I consider to be one of the best opportunities we have at ODOT.

Two other mentors—Tom Edwards, a former state highway engineer, and Ed Hunter, a retired assistant state highway engineer—are certainly responsible for the diversity of my career, which has included 23 positions in four decades. They encouraged me to leave the Construction Division after 10 years to spend the following 10 years in the Maintenance Division. I moved into an area totally new to me, filled with great people—including the folks who work in the shops, district maintenance supervisors throughout the state, and maintenance employees responsible for taking care of Oregon's first-rate highway system.

No doubt, I'll treasure the experiences I can still visualize: Learning how to operate every piece of equipment in the maintenance fleet, thanks to Howard Reed's coaching; sharing with John Gunter the joy of clearing East Diamond Lake road with a



1930s-vintage rotary snow blower; and operating a wing snowplow in the Cascades. Howard and John have since retired.

Twenty years ago, I found myself working in administration in the Portland metropolitan area when new environmental laws had shut down most every single project. The I-205 and I-505 freeways both were held up in district court cases as we tried to sort out a new transportation plan for the Portland region. The plan didn't even include a whole bunch of freeways we couldn't afford, let alone finance their environmental impact statements. As I now realize, again I was surrounded by mentors:

As Oregonians slowly shift toward alternatives to the automobile, we'll be taking a second look at all those trips we make and provide transportation in a way that's kind to the environment and sparing to our energy resources.

George Baldwin, a former ODOT director, was responsible for sending me to Portland. Glenn Jackson, the legendary former Transportation Commission chairman, had counseled me each week as we tried to sort out the dilemma of providing the Portland area with an adequate highway and transit system.

That's all history now, but it sure was a challenge at the time.

Before Don Adams became Portland's region engineer, he and others on my crew rose to the occasion, and the result was the I-205 freeway, the I-505 freeway alternatives, the Banfield Transitway, I-5 improvements, and about \$2 billion worth of freeway and major arterial improvements. Those projects were developed in the '70s; most were built in the '80s. Still others await construction, such as the Westside Transitway.

The department's success in Portland represented a new way of doing business. It meant us linking with the shareholders of projects and forming partnerships with the public, neighborhoods, the business community, politicians, and state and federal agencies. That was, and is, an exciting shift in the process. And it works.

The past four and a half years I've been ODOT's director have presented me with challenges of a different sort. The last year has been the most fulfilling, as ODOT's Management Team pulled together to meet a vast number of management challenges in directing this 4,500-employee corporation with a budget well in excess of a billion dollars. Of course, that's vastly different from carrying a sledge hammer and a bag of stakes, and marking cut slopes.

As I assembled the activities that I wanted to address in the first six months of this year, I found a short list of 75 major programs and activities. Staggering. This has been a time of great change and adaptation, and each of you has responded remarkably well. Thank you.

Perhaps the most significant change, beyond the changes in our organization and management style, has been our effort to increase our resource base by raising the gasoline tax from 7 cents to 20 cents. We continue to work diligently to increase it an additional 8 cents so we can preserve the livability of Oregon's communities and natural resources as we

close out the 20th century.

That's particularly important to me—a third-generation Oregonian who's trying to protect the Oregon I love for my fifth-generation grandchildren. Even though I plan to retire July 1, I'll continue to work toward that goal of bettering what makes Oregon great.

Looking to the 21st century, our department is in great shape. We have a sound resource base. We have established our direction by composing missions, values, goals, objectives and milestones. We've got the target in front of us; we have set a positive course.

We have endured change in the past, and more change is on the way. As Oregonians slowly shift toward alternatives to the automobile, we'll be taking a second look at all those trips we make and provide transportation in a way that's kind to the environment and sparing to our energy resources.

No doubt, the world is changing at a breakneck pace. For me, surviving—no, thriving—on change takes the support of others. Thanks to Transportation Commission Chairman Mike Hollern, the other commissioners, and my assistant, Florence Neavoll, for your backing.

As I write this, I hope that each of you enjoy careers as rewarding as my own. In each of our work worlds, we have setbacks, but, given the time and effort, the rewards will far outweigh the setbacks. Regardless of what part you play in our collective effort—helping customers with driver and motor vehicle services, carrying a bag of stakes, plowing snow or managing people and programs—I wish you well.

Letters



Ambassador for a day

Dave Moomaw,
Administrator,
Motor Vehicles Division, Salem:

If all the state offices had employees as accommodating as Mike Unger, we would never receive adverse reactions from Oregon's general public. We recently requested his assistance to help a Russian citizen, Anatoli Arodzero, and Mike's reaction was positive, immediate and, most importantly, successful.

My special thanks to you, your

department, and particularly to Mike Unger.

REP. LARRY CAMPBELL
Speaker, House of Representatives
Salem

(Unger is manager of DMV's Driver Licensing Section at the division's Salem headquarters office.—Editor)

'Knights' to Parks' aid

John Grassman,
District 3 Manager,
Highway Division, Salem:

In early April, nine employees from the state Parks and Recreation Department were traveling to a conference in Bend when we came to a sign on the highway that said chains were required. We drove back to the Santiam Junction highway maintenance station and asked Bob Kohanes and Jim Short if they would help us chain up the motor pool van and car we were driving.

These guys are terrific. To make a long story short, the motor pool had equipped the van with the wrong size chains. Bob and Jim made some that would work, then chained up the van and car and we were on our way again.

What a wonderful surprise to find

these knights in shining (orange) armor when we really needed them.

JANA TINDALL, KATHLEEN GRABSKI, JAN JONES, MICHELLE HARRIS, CORINA GONZALEZ, ANN SHOWALTER, CHRIS ROETHLIN, JEWEL ROBBINS, DIANA GILLESPIE
Oregon Parks and Recreation Department, Salem

(Kohanes and Short are highway maintenance specialists with the Santiam Junction highway maintenance crew.—Editor)

Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification.

All letters that address issues relevant to ODOT or the Oregon Parks and Recreation Department will be considered.

know how much I appreciate their concern and kindness.

CATHERINE CHURCH

Bend

(The first man was James Birchfield, an assistant supervisor, and the second was Frank McMillan, a highway maintenance specialist, both of the Government Camp highway maintenance crew.—Editor)

(More letters, Page 6)



ODOT NEWS

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Japan, Oregon exchange employees

A Japanese government exchange employee working and exploring Oregon's state system of government since last fall spent May with Salem and Portland-area Highway Division employees.

The strategy to Yoshi Sukeno's stay has been broad-reaching, and his exposure to Oregon state government has taken a similar approach. In the four weeks he worked for ODOT in late April and May, he soaked up diverse experiences of the Highway Division—planning, environmental, geological, light-rail transit, budget, location and project development.

'Japanese people believe and respect the government. Here, people believe they're right. Americans are much more independent.'
—Yoshi Sukeno

right of way, property management, construction and maintenance.

"Every day is a new part of the organization—different people, different places," he said.

His whirlwind tour mimicked his country's approach to business, where each worker takes a generalist approach. While his college training was in economics, Japan's business culture exposes its workers to a variety of professional endeavors. Upon securing a position with Japan's Toyama prefectural government, Sukeno was trained for his first duties by the person he succeeded.

Every two to three years, he rotates into a different position. Sukeno began work at the prefecture in 1986 within the government's Science and International Affairs Division. Two years later, he shifted to the Women and Youth Division. Just before leaving Toyama, he moved back to International Affairs, the rough parallel to Oregon's Economic Development Department. Japan's use of job rotations is driven by the belief that exposing employees to a broad range of experiences builds a stronger work force.

"It's fun, but tough. Never boring," Sukeno said.

Since his Oregon arrival last October, he has worked within the Department of Human Resources' State Community Services office, the Executive Depart-



John Bolner, assistant project manager (left) shows Yoshiaki Sukeno around a highway construction project on Interstate 84 near Troutdale. Sukeno is working in Oregon state government during a year-long employee exchange program with the Toyama prefecture, Japan.

ment's Budget and Management Division and the Parks and Recreation Department. This month Sukeno heads to the Department of Environmental Quality. His plans following his work at DEQ remain indefinite.

So far, his Oregon experience has left a favorable impression.

While at Parks, he flew to Central Oregon by way of the Columbia River Gorge with pilot Steve Johansen, Operations Support manager, and Operations Analyst Curtis Smith. With Victor Vasquez, Governor's Office, who is providing Sukeno a home during his U.S. stay, he traveled to Boston, New York City and the surrounding areas.

One of Sukeno's most memorable Oregon experiences involved a trip to the state Capitol, where he heard a person speak passionately on an issue relating to VocRehab. "The person was an advocate," Sukeno said. "In Japan, you would not imagine such a situation. Japanese people believe and respect the government. Here, people believe they're right. Amer-

icans are much more independent."

Japan differs, too, in that its workers live with the promise of lifetime employment and corporate paternalism. By comparison, state employees, too, are very independent. "In Japanese government, employees ask managers for more direction. Here, employees ask for direction but do their work more independently," he said. Japan embraces the team concept, where responsibilities fall on the team instead of specific individuals.

Representing Oregon in Toyama, Japan, is Deb Schallert, an operations analyst with the state Parks and Recreation Department. Schallert and Sukeno plan to return to their native homelands this fall, when Oregon and Toyama again will exchange employees for the second year-long employee exchange. Susan Hughes of the Children's Services Division, La Grande, will represent Oregon, according to Theresa McHugh, assistant to Executive Department Director Fred Miller.

Bikeway network grows since Bike Bill law

If you're a cycling enthusiast and you appreciate Oregon's user-friendly system of bikeways and footpaths, you have Don Stathos to thank. This month, thousands of Oregonians will be thinking of Stathos as the state officially celebrates the 20th anniversary of its Bicycle Bill.

Two decades ago, Stathos, a freshman state representative, found his daily five-mile commute from Jacksonville to Medford complicated by a road width inadequate for both the cycling Stathos and speeding motorists. So he introduced legisla-

tion—the first of its kind in the nation—that would mandate bikeways to be built throughout the state.

Stathos encountered legislative resistance with his landmark bill, but his persistence led to House Bill 1700 becoming law in June 1971. It elevated Oregon to a leadership position as a bikeway booster, and required the state Highway Division, counties and cities to spend 1 percent of their state gas tax funds on constructing and maintaining bikeways and footpaths. The bill also requires Oregon to construct footpaths and bikeways

whenever a highway, road or street is built, rebuilt or relocated.

Since the adoption of the bicycle program, more than 530 miles of bikeways have been created throughout the state. Those projects have included the creation of bike lanes and bike paths, shoulder widening and the incorporation of bicycle facilities into bridge designs.

Oregon was voted the top "bicycle friendly" state in the nation in 1990 by the League of American Wheelmen. To

promote that designation and note the Bicycle Bill's 20th anniversary, ODOT is sponsoring a "Bicycle Friendly Oregon" celebration. Features will include an Ashland-to-Portland relay, a public information campaign to promote bicycle safety, drawings for bicycles, helmets and other prizes.

Don Stathos, author of the Bike Bill, will be master of ceremonies at the Saturday, June 15, ceremony at Clackamas Town Center, Portland, that will culminate the Ashland-Portland relay.

NEWS BRIEFS

Regional boundaries eyed for integration

A request from the city of Eugene has inspired Highway Division managers to examine its regional boundaries.

On the direction of the Transportation Commission, State Highway Engineer Don Forbes will be "looking at our regional boundaries in a more integrated way" after Eugene officials requested the city to be included in the Highway Division's Region 2. Forbes will report his findings to the commission this fall.

Three new highway facility managers named

Equipment and Services Unit Manager Tom Luther announced in May the selection of three regional facility managers for the Highway Division.

Filling those positions are Sandy Fraser, Bend; Virgil Lewis, La Grande; and Jim Yost, Salem.

Oregon 78 cold-mix project earns paving award

The reconstruction of Oregon 78 in the southeastern corner of the state was chosen for the Asphalt Pavement Association's 1990 Cold-Mix Paving Award. Project Manager Herb Shaw, Ontario, said his group received a similar award in 1989.



Travelers stop for a glimpse of Horsetail Falls on the Historic Columbia River Highway.

Gorge highway 75th attracts nation's interest

The Historic Columbia River Highway turns 75 this month.

The June 15-16 celebration promises to repeat much of the festivity of the 1916 dedication ceremonies. An antique car rally, photo contests and an Oregon Public Broadcasting video will highlight the weekend's events.

The celebration will open with 1916-era music, followed by talks by transportation leaders and government officials on the economic and scenic value of the highway. Gov. Barbara Roberts has been invited to speak. An advisory committee for the historic highway planned the re-dedication ceremonies.

"America's Greatest Boulevard" was completed in 1921.

Harassment robs work productivity

(Continued from Page 1)

Sexual harassment is typically defined as the creation of a hostile or intimidating work environment. A supervisor who denies a promotion because a subordinate won't submit to physical advances clearly violates the law, according to Gregory. Off-color jokes or the display of inappropriate signs or photographs also are in violation.

Most cases of sexual harassment involve men taking advantage of

'We may take harsher action against a supervisor who abuses his or her power over subordinates.'
—Judy Gregory

women. But not all. Gregory said there have been cases—though rare—where women have been charged with harassment of men.

Racial harassment, which also creates a hostile or intimidating work environment, usually is expressed verbally. Racist jokes, "ethnic humor" and the like fit the pattern, Gregory said.

ODOT investigates all complaints, whether they're against supervisors or co-workers, she said. And while complaints against fellow employees are

considered serious, supervisors are held to even higher standards.

"We may take harsher action against a supervisor who abuses his or her power over subordinates," she said, because it's the supervisor's responsibility to "ensure the work climate is productive." Gregory noted that a supervisor's role doesn't end when the work day is complete. Physical or verbal suggestions made over an after-work cocktail, or even comments expressed during a retirement dinner may provide grounds for a complaint.

Disciplinary action taken against an ODOT employee found to be guilty of racial or sexual harassment can take any of several forms—ranging from a verbal or written reprimand to outright termination.

An employee faced with sexual or racial harassment should take these steps, according to ODOT's Civil Rights Section:

- Tell the offender to "stop it!" Say it firmly.
- Speak to your supervisor.
- If that makes you uncomfortable, speak to his or her supervisor, or call the Civil Rights Section or ODOT Personnel Services.
- If you're represented by a union, you might wish to contact the union.
- Keep a detailed log of what is happening to you. Include direct quotes. Save any notes or letters sent to you.
- If the behavior continues, complain to the offender in writing and describe the things which upset you. Keep a copy of the letter.
- You may want to consult a lawyer or file a complaint with the Civil Rights Division of the Bureau of Labor and Industries.

HISTORY

JUNE 1986

■ Chris Hyun of Beaverton and Jennifer Inman of Springfield were chosen as the 1986 Glenn Jackson Scholars.

■ The Motor Vehicles Division held a regional conference of the American Association of Motor Vehicle Administrators.

■ Mark Grinde, a Grants Pass highway maintenance worker, was named the first 3-E Employee of the Year. Now in its sixth year, the employee recognition program measures its candidates against the words of the 3E program—efficiency, economy and excellence.

■ A \$500 million pool of federal transfer funds—set aside when plans were dropped for Portland's Interstate 505 and the Mount Hood Freeway—dwindled to \$17 million, inspiring competition among the Highway Division, cities and counties.

JUNE 1981

■ Oregon's recession prompted a 30-day hiring freeze, leaving 249 vacancies in the department (excluding DMV).

■ The Parks and Recreation Division predicted that a downward trend in parks camping attendance was about to end.

■ ODOT's "energy information officer" wrote that the department's statewide rideshare project was struggling to survive after the 1981 Legislature decided highway funds couldn't be used to support ridesharing.

■ Oregon State Parks created new rules to regulate where hang gliders may launch and land on park property. At the time, Cape Kiwanda was the only state park designated for hang gliding.

Welcome



Weighmasters Jack Armstrong (foreground) and John Fields erect a sign they fabricated on their personal time at the Klamath Falls Port of Entry. Armstrong donated the bulk of the materials, and Fields routed the sign's lettering. The sign complements a bed of petunias the crew had planted earlier at the port, according to Bud Hagerman, a Klamath Falls weighmaster.

Thousands of jobs tied to construction

This could be Oregon's busiest highway construction season ever, as the Highway Division has scheduled 170 new projects costing an estimated \$220 million.

Cam Gilmour, Highway Division Program Section manager, said that while this year's construction season is less than the record-breaking 1990 construction season, it's still going to be a busy summer.

The state had about \$286 million in new highway projects last summer. "But when you include major projects that are carried over from previous years, we will have more than \$400 million worth of work under way this summer," Gilmour said. "Perhaps this will be the busiest the Highway Division has ever been."

The division will spend about \$90 million in state funds and an estimated \$130 million in federal funds on Oregon highway improvements, he said.

Improvements to Interstate 5, Interstate 84 and U.S. 101 are among the projects that the state has scheduled. In addition to modernization and reconstruction projects, the division plans a \$18 million preservation program in 1991. The preservation program aims to halt pavement deterioration and prolong the life of highways until funding is available for more extensive improvements.

Gilmour said the state plans to keep motorists aware of construction projects. Advanced signing will greet drivers approaching all construction projects, he said.

"We're going to limit construction where it is feasible to avoid rush hour, and we will try to get traffic through construction zones as quickly, but as safely, as possible," Gilmour said. He urged motorists to drive carefully through work zones, as crews work

closely to fast-moving traffic.

The road construction schedule will inject life into Oregon's economy. Each \$1 million spent on highway work is estimated to support 16 jobs in construction and related industries, according to Gilmour.

Major road construction projects include a \$6 million project to repave I-84 between Corbett and Multnomah Falls east of Portland; \$5.5 million to upgrade the Murray Boulevard interchange on U.S. 26 in Washington County; \$14 million to rebuild the Cornell Road interchange on U.S. 26 in Washington County; a \$4.6 million widening project on I-5 between Upper Boones Ferry Road and Interstate 205 in

Gorge route reputed for driveability

The Historic Columbia River Highway gained notoriety recently as it was selected among the eight top scenic routes in the nation listed in the 1991 Rand-McNally Road Atlas. The top scenic routes are listed for the first time in the 67-year history of the annual road atlas because of increasing commercial development.

The scenic routes were chosen on the basis of four factors—a minimum of 50 miles of scenery at least 80 percent free of commercial and industrial development; natural beauty favored over man-made attractions; reasonably easy connection to the scenic route via an interstate or other major highway; and at least a two-lane, paved and numbered route.

Washington County; a \$10 million project to widen U.S. 97 between Bend and Redmond; a \$5.5 million project to rebuild a section of Oregon 99W near Sherwood; a \$6 million project to repair the Yaquina Bay Bridge on U.S. 101 in Newport; a \$4.2 million project to widen Oregon 99W south of Corvallis; \$11 million to build a bypass at Coquille; \$11 million to replace the Santiam River Bridge near Albany; a \$7 million widening project on Century Drive between Bend and Mt. Bachelor; \$3.1 million to rebuild the Central Point interchange on I-5 in Jackson County; a \$5.2 million reconstruction project on I-5 north of Grant Pass; \$4.2 million to upgrade Oregon 62 between Crater Lake and Fort Klamath; \$8.2 million to improve I-84 near Baker; \$5.4 million to repair the John Day River Bridge in Sherman County; and a \$6.4 million widening project on U.S. 97 between John Day and Ontario.

REMEMBERING

Al Bedingfield, highway maintenance foreman 2, Highway Division, Prospect, died April 30. Bedingfield, who was 77, served Highway 28 years before retiring in 1976.

Anthony (Tony) Fidanzo, highway maintenance worker 2, District 2A, Highway Division, Sylvan, died April 30. Fidanzo, who was 66, served Highway 30 years before retiring in 1979.

Floyd Rodgers, highway maintenance man 2, Highway Division, Klamath Falls, died Feb. 23. Rodgers, who was 78, served Highway for three years before retiring in 1975.

Forbes looks to future

Via interviewed ODOT's new director-designate, Don Forbes, the day after his appointment. Following is sampling of that interview:

Via: The Oregon Transportation Commission appointed you director at its May 21 meeting. Reaction?

Forbes: It's a nice compliment to know that the commission has been able to look at some of the things we have started in the Highway Division and think those are worthwhile efforts.

Via: Do you envision taking some of the ideas you've had a chance to work with over the past several years in the Highway Division and applying them on a broader scale?

Forbes: Without question, because it's the right thing to do in any organization. We've got some major themes, some of which we're in the midst of implementing and some we've only

begun. But clearly, one of the themes is empowerment for employees—giving people skills to better succeed in their jobs, not only technical skills but communication skills and teambuilding skills—so they're better prepared to take action in their work place and make corrections when needed.

The performance measurement system we're implementing not only helps this organization focus its energies and gives employees a sense of how well they're doing. The real power in that is the GainShare component—financial incentives for high-level performance. So there are three pieces to the puzzle: teambuilding, performance measurements and employee recognition. When you put skills together with performance measurement, recognition and incentives, then you've got a strong system that allows an organization to improve

'My vision for the department is to become the best-managed organization of our size in America. Period.'—**Don Forbes**

upon itself in the long term. It gives people throughout the organization a reason to improve.

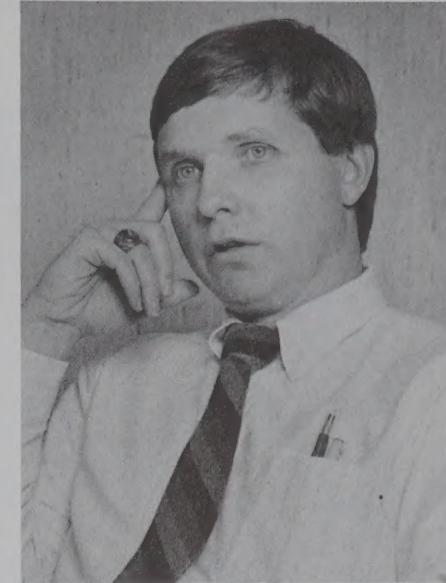
It's not so much that we're striving to do more with less, although that ought to be a general, constant theme. But the more relevant question is this: What's the benefit for people in an organization that's trying to improve? We're trying to build strong recognition systems, and I would expect that to be a pretty consistent theme.

Via: After you leave your job as state highway engineer, how will the transition play out?

Forbes: We're not sure yet. The commission asked me to consider an integrated department, which means a change in the organizational structure. So we at least need to look at some options and talk with the commission about those options. We'll probably delay making any decision on the state highway engineer's job until we do that. It could be even before July 1, when I become the new director, but right now I couldn't tell you.

Via: Is there a possibility, then, that we won't have a state highway engineer as we now know it?

Forbes: There's a possibility that we



Forbes

could operate much like the Washington DOT model, where they've got a director and a deputy director who operates as the state highway engineer. But it could be that it expands much farther than that. We could end up where all our operational activities end up under the deputy director, known as the chief operating officer in the private sector. There are a lot of alternatives the commission would like to explore in terms of changes in organizational structure to have a more integrated department.

Via: Do you have any specific plans for the department?

Forbes: In general, we'll continue the same themes that Bob Bothman and the commission have begun. My vision for the department is to become the best-managed organization of our size in America. Period. If we could realize that, then we need to significantly value and treat employees well, and significantly improve the delivery and quality of our service.

We also would clearly need to have an integrated and long-term approach to transportation solutions. Integrated meaning that you consider what the need is and pick the transportation modal option that best fits.

I think what we ought to focus on in transportation first are the needs. There are some generic needs—urban mobility and rural access, for example. Those things existed in 1860, they exist in the year 1991, and they will exist in the year 2061. Only the mode of transportation will change. But the need will still exist. So you focus first on how to meet that need—given energy consumption, good land-use planning and efficiency—and then choose the best modes. That's a much more powerful approach. If we do that, we'll be able to provide better service and much more stable transportation funding.

Don Forbes: background at a glance

Here's Don Forbes' background at a glance:

■ **Firsts:** First person in the 75-year history of the Highway Division named to the top management job from outside the agency, in February 1988.

■ **Professional background:** Managed civil and structural engineering for transportation projects at CH2M Hill, Portland; employed with CH2M Hill in its Corvallis and Portland offices since 1979.

■ **Education:** Registered civil

engineer. Bachelor of science degree in aeronautical engineering from the U.S. Air Force Academy. Master of science in structural engineering from the University of Colorado. Master of business administration from Pacific Lutheran University.

■ **New programs:** Teambuilding, Area Maintenance Manager concept, a pilot self-management concept in Central Oregon. Performance measurements, such as the GainShare program, which provides financial incentives for exceptional work.

Top-level recognition awarded

The first recipients of the Director's Award—a new department-wide quarterly employee recognition program—was announced in May. The award acknowledges exceptional contributions and achievements by individuals and work teams. Those honored receive \$250 cash awards.

The following are the winning teams: District 11 Bridge Crew, Highway Division, Klamath Falls; District 9 Landscape Crew, Highway Division, The Dalles; Region 1 Right of Way office, Highway Division Tigard; Information System Plan Project Team, Motor Vehicles Division, Salem.

Individual winners of the Directors Awards are: Richard Bochmeier, associate transportation engineer, Highway Division, Coquille; Rachel Braden, assistant District 11 manager, Klamath Falls; Susan Combs, weighmaster, Highway Division, Eugene; Eldon Everton, District 1 manager, Highway Division, Astoria; Scott Failmezger, associate transportation engineer, Highway Division, Portland; Sandy Fraser, heavy equipment repair supervisor, Highway Division, Bend; James Gierke, lead worker, Motor Vehicles Division, Beaverton; Cliff Houck, right of way agent 2, Highway Division, Bend; Erik Ingebretson, Right of Way office supervisor, Highway Division, Tigard; William Maude, assistant Region 3 project development engineer, Highway Division, Roseburg; Gary Pederson, acting supervisor, Bridge Design, Highway Division, Salem; Vivian Perry, Central Region supervisor (recently retired), Motor Vehicles Division, West Eugene; Michael Shoemaker, heavy equipment operator, Highway Division, Central Point; Larry Underhill, senior systems analyst, Automation Unit, Highway Division, Salem.



A contractor employee checks cleanup work on the Wilson River slide.

Wilson River Highway slide partially cleared

The massive landslide on the Wilson River Highway between Portland and Tillamook was cleared enough to open the road to one-way traffic in late May.

A celebration held at the slide's east end marked the occasion.

Between 750,000 and one million yards of mud, trees and rock fell onto the road April 4, burying the road—also known as Oregon 6—about 31 miles east of Tillamook. Highway Division

CORRECTION

A printing error left the May *Via Candid Comments* without a question. The question was: What motivates you to do your best at work?

officials first estimated it would take at least two-to-three months before access could be re-established.

But despite the enormity of the slide, the contractor Tri-State Construction removed approximately 350,000 cubic yards of material in about six weeks. The mountainous slide was removed at a rate of 12,000 to 20,000 cubic yards each day from both ends. Two 8-hour and one 12-hour shifts—on the west and east ends of the slide respectively—kept the project on schedule.

The uncovered pavement was in good shape, according to Project Manager Dave Jones.

Overall, approximately \$1.7 million is being marked for cleanup and road repair, with another \$3.3 million targeted for permanent slide repair and stabilization.

RETIREMENTS

Donald Ferris, principle executive manager A, Central Services Division, Salem, retired in April after 30 years of service.

Karen Harris, motor vehicle representative 1, Motor Vehicles Division, Stayton, retired in April after 14 years of service.

Lavern Jackson, highway maintenance specialist, Highway Division, Boring, retired in May after 13 years of service.

Violet Miller, data entry operator, Central Services, Salem, retired in May after 32 years of service.

Ray Peerenboom, engineering specialist 3, Highway Division, Salem, retired in April after 40 years of service.

Floyd Riley, office assistant 2, Motor Vehicles Division, Salem, retired in May after two years and four months of service.

Harry Truax, engineering specialist 1, Highway Division, Salem, retired in May after seven years of service.

Before light rail



A trolley idles on Oregon City's Main Street in this 1922 photograph, taken from Seventh Street looking south to Sixth Street. The Portland-Oregon City Railway Co., incorporated in 1913, was designed as an interurban system, but the project died in 1923 for lack of funding, according to the Oregon Historical Society. The line was sold to Southern Pacific Railroad and was removed in 1940. The concept may be revived in the 21st century, as ODOT and TriMet officials are considering a light-rail transit line from central Portland south to Clackamas County.

Alsea span excites community

Anticipation is growing in the coastal community of Waldport, as the new Alsea Bay Bridge nears completion.

Dedication of the \$42 million structure is scheduled for Saturday, Aug. 24, marking completion of one of Oregon's largest construction projects.

The new structure replaces the deteriorating 52-year-old historic bridge of the same name. Officials say the new span will be an important segment of the Pacific Coast Highway and will provide a vital transportation link for Oregon's tourism, recreation and forest products industries.

Waldport area residents have been watching the progress of the construction. Many regularly attend weekly so-called "Sidewalk Superintendent" meetings, hosted by Project Manager Phil Rabb, in which their questions and concerns are addressed. The meetings were begun by George Hopkins, former project manager, after he noticed heavy interest in the construction process. The

gatherings will continue until the bridge opens for business, Rabb said.

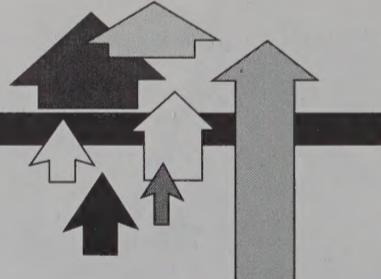
And when the bridge opens, the entire community will be involved in the celebration. The city of Waldport will open its arms to an expected 5,000 visitors.

The morning of the Aug. 24 dedication will open with a 5-kilometer run and 1.5-mile walk starting from the Waldport Junior High School. ODOT will be responsible for the 10 a.m. dedication ceremony. Following remarks by

Tom Larson, head of the Federal Highway Administration, and other prominent state and local officials, Chief Depoe of the Siletz tribe will formally bless the new bridge. There will also be a solemn remembrance of the old bridge, which still will be standing beside the new structure and awaiting demolition at the time of the grand opening.

Other scheduled events include a free hot dog beach barbecue, street dance, kite-flying demonstrations and a fireworks display.

Moving up
Moving up
Moving up
Moving up



Highway Division

Graham Amacher, highway maintenance worker to highway maintenance specialist, Milwaukie.

Dan Bacon, highway maintenance worker to highway maintenance specialist, Portland.

Michael Bow, engineering specialist 1 to engineering specialist 2, Portland.

Dale Eichelberger, engineering specialist 1 to engineering specialist 2, Salem.

Michael Hickey, associate transportation engineer to transportation engineer 1, Portland.

Norma Kearney, engineering specialist 1 to engineering specialist 2, Roseburg.

Daniel MacDonald, transportation engineer 1 to transportation engineer 2, Salem.

Kurt Mickey, engineering specialist (entry level) to associate transportation engineer, Portland.

Louis Roe, engineering specialist 2 to associate transportation engineer, Eugene.

Annie Thompson, engineering specialist 1 to associate transportation engineer, Portland.

Roger Wroblewski, engineering specialist 1 to engineering specialist 2, Salem.



Norma Kearney
Engineering Specialist 2
Highway Division
Roseburg

Motor Vehicles Division

Patricia Issel, motor vehicle representative 2, Hermiston, to motor vehicle representative 3, Heppner.

Central Services

Thomas Davis, management analyst 2 to systems analyst 1, Salem.

Garnet Elliott, office specialist 2 to administrative specialist 1, Salem.

Letters

(Continued from Page 2)

Dark and stormy night

Doug Gyllenskog,
Chief Weighmaster,
Permits and Weighmasters Section,
Highway Division, Salem:

In mid-April, our car stopped on the highway just north of Eugene, and my wife and I set out on a long walk to get help. It was quite windy and drizzling rain—an unhappy situation.

Then, to our great relief, a car coming toward us signalled that it was stopping as it passed us. We walked back and met Shirley Gardipee, the Eugene district weighmaster supervisor with the Highway Division. Shirley brought our troubles to an end by calling for assistance. A mechanic soon arrived and got us moving again.

Thanks to your organization and particularly to Shirley for her efficiency and pleasantness.

F.A. HEYES

Abbotsford, British Columbia, Canada

Kept priorities straight

Don Adams,
Region 1 Engineer,
Highway Division, Milwaukie:

I'd like to acknowledge the extraordinary cooperation and efforts by Mel Mott and Darold Muenzer in helping us while we filmed a recent commercial for Hyundai Automobiles on Oregon's state highway system.

Momentum Films and Hyundai decided to film in Oregon largely upon my assurance that the locations would be extraordinary and the attitude and cooperation of the officials would be second to none. We were not disappointed.

Mel, Darold and I really were working under the gun of a short time frame and changeable locations and scenarios. Instead of getting flustered by the changes of events, these gentlemen were understanding, resourceful and cooperative above and beyond what we would have experienced almost anywhere else in the country. They achieved this without once losing sight of the fact that their primary responsibility was to ensure the safety of our operation and the traveling public.

I heard repeatedly from the producers and directors on the project that they are looking forward to coming back. The overwhelming success of this project is largely due to Mel's and Darold's care and professionalism.

MASON CURTIS

Locations Manager, Momentum Films
Santa Monica, Calif.

(Mott is community liaison for the Highway Division's Region 1 office, Milwaukie, and Muenzer is a highway maintenance specialist, Portland.—Editor)

Computer coordinator

Bob Royer,
Planning Engineer,
Highway Division, Salem:

The Association of Oregon Counties Board of Directors would like to commend Billie Zumwalt, public road inventory coordinator, with a certificate of appreciation.

Billie has been working with the Integrated County Road Information System, or ICRIS, steering committee to plan the implementation of ICRIS in 11 pilot counties, identify the minimum specifications for ICRIS computer equipment, assess the equipment available from various vendors, identify training requirements, plan methods of transferring data between the counties and ODOT, and identify data elements for the road inventory system.

ROBERT CANTINE

Executive Director
Association of Oregon Counties
Salem

PROFILE: JOHN RIST

Laws, politicians and the art of compromise

By ANDY BOOZ
Via Managing Editor

The day Gen. H. Norman Schwarzkopf arrived in the nation's capitol from Saudi Arabia and throngs of Americans revered him for his role in the Persian Gulf War, John Rist was caught in the moment.

Literally.

Rist, as ODOT's connection with the federal government, was stopped by security guards while shuttling through the underground tunnel that leads from the Capitol to the House and Senate chambers. The guards asked for staff

'You start from a strong position and have areas that you can give up to come to an agreement. You've got to be willing to compromise to be successful, to meet your objectives.'

— John Rist

identification. He had none. The unexpected delay was routine for Rist, although it did provide another incentive for rapid response in a job where quick thinking is nearly a prerequisite.

His trip to Washington, D.C., was unexpected as well. As Oregon's congressional delegation follows federal legislation that will determine whether the state wins or loses in the tug-of-war for transportation funding, Rist's job is to keep them in touch with ODOT's position on federal funding issues. He's there to provide information, though, not to lobby—and he frequently finds himself walking a fine line between the two.

"It's not my job to persuade," he said. "It's my job to keep our people in state and federal government informed so they're not caught off guard in the process of proposing legislation," Rist said. "It's my responsibility to provide accurate and timely information so they can make the best decisions."

"I can point out options. If a piece of legislation would go into effect, I can say how it might affect our customers—the ability to advance highway projects, for instance."

But while he's careful not to color lawmakers' perceptions, he carries a sense of ODOT's values. "If our goal is to reduce the number of Oregon traffic fatalities, we can do that through specific legislation and programs—mandating safety belt use and creating educational



John Rist, manager of ODOT's Office of Governmental Liaison (left) walks from the state Capitol with Bill Penhollow of the Association of Oregon Counties. Penhollow and Rist depend on each other to keep county and state legislation on track.

programs, for instance. My hope is to keep Congress, the Oregon Legislature and local governments informed of the path ODOT is pursuing."

Consider these issues currently before lawmakers, at the state and federal levels:

■ Lawmakers currently are debating a bill that proposes to continue increasing the state gasoline tax two cents each year for the next four years. Rist, along with a team of others familiar to the legislative process, are busy informing legislators how an assured funding source can help Oregon's highways and bridges keep pace with

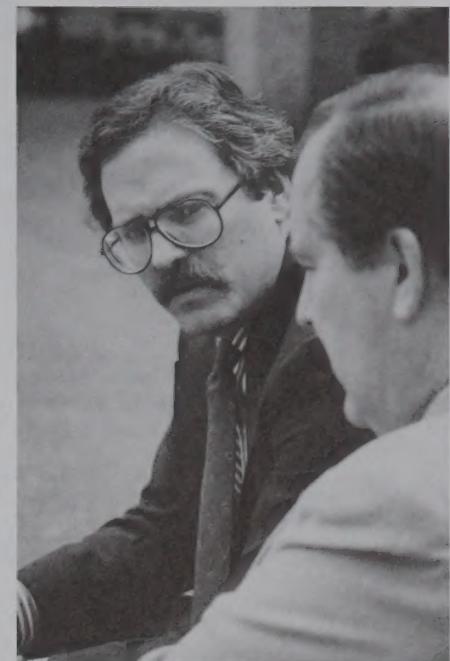
population growth and wear and tear. But Oregon's transportation issues are wrestling for legislators' attention. While highway needs aren't directly affected by the property-tax limiting Measure 5, state government and lawmakers generally are more cost-conscious because of it.

■ In crafting a new national transportation policy, Congress is attempting to balance the nation's need to maintain its highway system while incorporating the environmental standards set by the new Clean Air Act. The landmark legislation sets standards for air quality by shifting Americans away from automobiles to public transit, for instance. But achieving those goals means the U.S. House and Senate must agree how much to invest in large cities' transit projects as opposed to rural states' needs.

Keeping government and lawmakers on the same path relies on the art of compromise, Rist said. Key players in the political process naturally come equipped with agendas that support their constituents. But because all players ultimately must agree before legislation can take hold, reaching common ground inevitably involves some give and take.

"Which states are winners and which are losers in the end? And how do you create new national policy with our federal budget deficit? That's tough," Rist said. "Solving the problems of Los Angeles may not help North Dakota."

"To accomplish this, you need to be flexible and willing to trade and compromise. You start from a strong position



Rist scrutinizes the particulars of proposed legislation.

and have areas that you can give up to come to an agreement," he said. "You've got to be willing to compromise to be successful, to meet your objectives."

In achieving consensus, it also helps to have some folks on your side. Building coalitions is one way to achieve that, Rist said. By working with city and county government groups, "we include them up front in the process. We make them part of the process as it evolves so everyone can take ownership of a solution, rather than going to them in the end and asking them to rubber-stamp a final document," he said.

The son of a Lutheran minister, Rist brought to ODOT a strong belief system.

"I think my father provided me with a sense of community, and early on I decided I wanted to help people, to make society better," he said. "I don't think you can leave it to the private sector to do that—it's just not going to happen. But through the legislative process, whether it's resolving a transportation issue or improving an educational system, we can try to minimize the suffering. That's what brought me here."

After earning degrees in political science and urban studies at Valparaiso University in 1972, Rist said he "didn't have a clear direction" for a career. A job in public relations at Concordia College, Portland, brought him to Oregon. After completing his master's degree in public administration from Portland State University in 1978, his career then took him to positions involving budget and management—for Multnomah County, the Mount Hood Community Mental Health Center and the Department of Environmental Quality.

While working for DEQ, he accepted a temporary assignment at the Legislative Fiscal Office during the 1989 legislative session, when he cut his teeth on the political process. "I got a chance to sit on the other side of the table," from within the legislative process, Rist said. "It was a real eye-opener."

Roughly nine months ago, that experience led him to ODOT.

"I like working toward good public policy, creating new programs," he said. "But doing that often can be taxing. 'Not having worked in transportation before, I find I need to come up to speed so fast on so many different issues,' he said. 'I'm having to learn quickly so we don't have something fall through the cracks nationally or locally.'"

Quick response is Rist's specialty. When he received word Oregon's congressional delegation had questions about major federal legislation, he jetted to Washington, D.C. within hours.

No wonder that, in his off-time, he prefers spending quality time with his wife, Gretchen, and son and daughter, ages 5 and 9. Hiking in the Columbia River Gorge and walking the Oregon coast shoreline fill their weekends. For the family's summer vacation to Disneyland, they decided against flying and instead chose to travel by train to soak up the scenery.

And slow down.

RETIREE REPORT

Jack Sills, Salem, senior design engineer, Highway Division, retired in 1985.



Sills

Jack and his wife, Diane, live in Salem where they maintain their home and garden. Shortly after retiring, Jack started a stamp business with his son, converted a bedroom into an office and began operating a mail order business that specializes in German stamps.

Jack has been working for CH2M Hill in Portland for the past one and a

half years. He served as president of the local Lions Club after he retired. He often visits with other retirees as time allows.

Lowell Shinn, Salem, supervisor, Accounting Division, retired in 1962.

After Lowell retired, he traveled in his mobile trailer to Denver, throughout Mexico and across Canada. His son, who lives in California, visits Lowell in Salem each year.

Lowell lives at Willamette Lutheran Homes in Keizer, where he enjoys reading, playing solitaire and walking. He keeps in shape by exercising every morning and night. Having given up driving, he said he would appreciate having visitors.

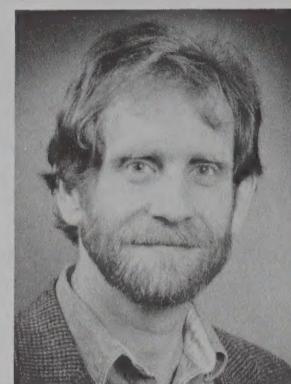
CANDID COMMENTS

Laura Mathis
Office Manager 1
Motor Vehicles Division
Stayton



Laura Mathis

We should make sure ODOT employees are eligible for the "golden handshake" so that we can eliminate some positions to save extra money.



Phil Quarterman
Wetlands Specialist
Environmental Section
Highway Division
Salem



Linda Apple
Transportation Economist
Highway Division Planning Section
Salem



Beverly Spooner
Office Specialist 2
Vehicle Cancellation Unit
Motor Vehicles Division
Salem

Annie Thompson
Associate Transportation
Engineer
Project Development
Highway Division
Portland



Phil Quarterman

We should look for ways to free up more state and federal funds to make up for the shortfall local governments will experience for city and county highway projects.

Linda Apple

Measure 5 affects funding only for General Fund agencies, and the Highway Division is fortunate to have a dedicated fund. However, efficiency in all of state government is under scrutiny. This provides ODOT with an opportunity to demonstrate to the public how efficiently and equitably we can use our funding to provide an excellent transportation network for Oregonians. Each employee should be sensitive to the issue of efficiency, and exercise it in their everyday work.

Beverly Spooner

I think if we all look for ways to streamline our own jobs and cut costs, we can make a big difference in the agency as a whole.

Annie Thompson

We need to schedule personnel to maximize production, and we also need to continue to measure efficiency and job productivity. Initially this will appear to cost more money, but the return in increased productivity will be worth it. We also need to use everybody's input to do things better. It will cost less as a result.



Bob Sherman
Program Manager
Public Transit Division
Portland

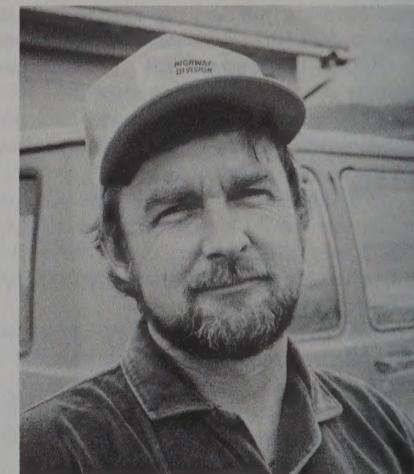
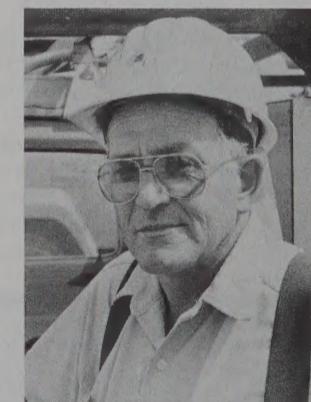


Frank Artmire
Highway
Maintenance
Specialist
Highway Division
Prospect



Dave Stiefvater
Electrician
Highway Division
Ontario

Cecil Smalley
Acting Timekeeper
Highway Division
Prineville



John Thomasson
Assistant Supervisor
District 10 Highway Maintenance
Highway Division
Adel

Bob Sherman

ODOT can be more effective by emphasizing transportation solutions that reflect prudent financial planning and a less-restrictive use of available funding for construction. This could include transit subsidies, van pooling and park-and-ride facilities.

Frank Artmire

I think the way they are streamlining the operation right now is real cost-effective. The economy is changing so we are going to have to streamline. It's going to take a while to get used to, but in the long run we will have a stronger department to better serve the public. I think the direction we are heading is a good one.

Dave Stiefvater

Our funds are not affected by Measure 5 now, but who's to say the legislators won't find a way to get into our funds? Whether it does or doesn't affect ODOT, we should always be trying to be more effective. One area we are being effective in is the light enhancement project that will save Region 5 between \$30,000 and \$50,000 per year. Now that's being effective.

Cecil Smalley

I feel we are doing everything we can do with the funds we have. We do the best we can. I don't think Measure 5 was ever intended to affect us.

John Thomasson

Do more with less. We are just going to have to be smarter workers and do things more efficiently. We need to learn to adapt to the changes and go about our jobs with a good attitude, understanding that these things happen.

In light of Measure 5, how can ODOT be more effective?